

Rec'd 16 Jan 72  
Executive Registry  
72-64981

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT: IG Report of Survey of Missions and Programs  
Staff

IG/MPS

1. Forwarded herewith is the original of the subject report, *which* ~~understand that~~ three copies have been sent directly to you. May I request that your comments on the recommendations in this report and <sup>on</sup> my remarks below be forwarded <sup>by</sup> 1 March for discussion with the Director.

2. The Report quite appropriately ~~in my opinion~~ comments on the excellent work done by [REDACTED] in this position and on the great importance of an effective replacement for him. May I only add to this my hope that his replacement can assume the position as early as possible in order to develop the depth and breadth of experience which will ensure continuation of such effective leadership.

3. May I in particular call your attention to some of the final remarks in the IG's Report. Obviously, <sup>is</sup> ~~the~~ growth in the role of MPS ~~as a servant to the DDP is almost~~ inevitable in the light of the particular stress being given to programming in the Government today. It will be important to develop the appropriate relationship between <sup>MPS as a servant of the DDP</sup> ~~this DDP-wide view of MPS~~ and the established authorities of the divisions <sup>and staffs</sup> ~~on staffs~~. (Page 33),

4. Further to this point, may I particularly commend to you a hard <sup>interrelationships among</sup> look at the project system, <sup>the</sup> operating directive and <sup>the</sup> operational program to see the extent to which these are mutually supportive and consistent. In fact, I wonder whether the operational program could not become the

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I see it!  
main element of DDP's management approach as it is becoming the main  
element of the DCI's management approach. This involves a clear state-  
ment of objectives and an allocation of resources to units to implement  
them. In this process the operating directive is almost accomplished.

With respect to the project system, I wonder whether the decentralization  
of responsibility for <sup>detailed</sup> implementation of the approved program, which we  
have applied <sup>to the Directorates</sup> ~~in the Agency as a whole~~, might be equally appropriate  
within the DDP, i.e., delegating to the Division and Staff Chiefs the  
<sup>selection and</sup> detailed supervision of projects (except for ones involving particularly  
sensitive matters which should be called to senior-level attention). I  
believe our discussion of the manner we proposed to implement the <sup>P</sup>rogram  
<sup>called</sup> for FY 1975 might serve as a vehicle for this kind of integration of  
the internal management of the CS with the broader system being developed  
for the Agency as a whole (Page 33-34).

5. The IG's remarks on evaluation (Page 34) are obviously only an  
element of the overall thrust we are developing on this topic through the  
<sup>P</sup>rogram Call and the separate memoranda <sup>you</sup> being <sup>circulated</sup> prepared for discussion  
~~on~~ with the Deputies ~~on this topic~~. It may be that <sup>you</sup> ~~the DDP~~ will turn to  
MPS or it may be that you would handle your evaluation effort through  
different channels. This is obviously still in the course of development,  
but I think the IG quite properly called attention to the need for a considerable  
effort on these lines.

6. Lastly, may I suggest the utility of ensuring that the personnel  
in MPS are as qualified as possible in some of the ideas of management?

<sup>disciplines</sup>  
systems. It is, of course, ideal if the personnel can have substantive background in the CS functions and have added to this some exposure to management systems and techniques. An alternative is to incorporate within MPS a few individuals qualified in modern management systems and techniques who can ~~be at least~~ be exposed to the substance of the CS functions so that they can assist the DDP in his management responsibilities. Some of the support generalists developed by the DDS might be of value in this regard, and it might be appropriate to arrange external <sup>management</sup> training for certain CS officers <sup>as a basis for service in MPS.</sup> ~~for a tour or more in MPS.~~ MPS.

MEMORANDUM FOR:

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IG -

Comment ? -

WEC

Executive Director

16 JAN 1973

(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

Executive Registry

72-6498/2

20 December 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Report of Survey of the  
Missions and Programs Staff

Forwarded herewith is our report of survey of the Clandestine Service's Missions and Programs Staff. Three copies of the report are being sent directly to the Deputy Director for Plans.

  
Deputy Inspector General

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Attachment:  
Report of Survey of MPS

IG/MPS